

JACQUELINE C. FROST-KUNNEN, RN, MSN, CENP

1165 Glen Oaks Drive
West Des Moines, Iowa 50266
(515) 247-3205 – Office
(515) 225-0481 - Home
jfrost-kunnen@mercydesmoines.org

PROFILE

Senior executive in health services providing leadership to quality patient care and clinical and fiscal credibility. Demonstrates understanding of operational challenges associated with delivering patient care in a competitive market and the ability to work effectively with a multi-disciplinary health care team and medical staff. Strong organizational skills, interpersonal communication abilities, and in establishing a strong management team.

EMPLOYMENT HISTORY

Senior Vice President Patient, Hospital Operations

June 2008 – Present

Mercy Medical Center, Des Moines, Iowa (965 Bed Medical Center)

Responsibilities include:

- Assist the President and CEO in developing long and short-range plans designed to enhance Mercy Medical Center's position as tertiary regional referral center.
- Collaborate with the Chief Financial Officer and Chief Human Resource Officer to ensure that fiscal and human resource goals are met across the organization.
- Collaborate with leaders of Mercy Health Network, Mercy Medical Center and Mercy-West Lakes, senior management, medical staff, and clinical areas to create decision-making structures and processes to support organizational mission and goals.
- Evaluate organizational efficiency and effectiveness.
- Lead key service lines for strategic growth and development.
- Oversee development of operating and capital expenditure budgets for review and approval by the CEO, Leadership Team, and Mercy Health Network. Ensures that Mercy Medical Center and Mercy West Lakes meet its operating objectives and program goals within budgetary guidelines.
- Accountable for leadership of key physician groups: Hospitalists Pediatric Subspecialists, Perinatologists, Endocrinologists.
- Collaborate with CHI leadership on quality, outcomes, resource sharing, fiscal initiatives.
- Assures compliance with national standards, regulations and rules.

Senior Vice President Patient Care Services and Chief Nursing Officer

October 2001 – June 2008

Mercy Medical Center, Des Moines, Iowa (965 Bed Medical Center)

Responsibilities include:

- Planning, directing and managing the operations and strategic development of Patient Care Services.
- Creating strategies and systems that promote and enhance professional clinician development, nurse recruitment and retention.
- Ensuring clinical quality, satisfaction and performance improvement.
- Controlling operating and capital budgets. Operating budgets exceed \$300 million, and over 1200 registered nurses.
- Pediatric subspecialty hospital based physicians and OB physician subspecialists.

Vice President, Patient Care Operations**July 1999 – October 2001**

Mercy Medical Center, Des Moines, Iowa

- Administratively responsible for the direct operations, financial, personnel and PI activities for:
 - Pediatric Services
 - Perinatal Services
 - Medical-Surgical
 - Intensive Care
 - Pain Management
 - Cancer Services
 - Social Services
- Manage 18 directors with responsibility for mentoring, guiding and coaching them in their management position.
- Coordinate and implement capital and operating budgets.

Service Line Director for Women's & Children's Health Services**April 1988 – June 1999**

Mercy Medical Center, Des Moines, Iowa

As Director of Women's & Children's Health Services, responsibilities included:

- Coordinating a 6 million dollar expansion/renovation of obstetric and pediatric services.
- Leading a staff of over 330 FTEs.
- Controlling an annual budget of over fourteen million dollars.
- Active involvement in marketing/public relations plan for division.
- Instituting new financial charging mechanism for Perinatal Services.
- Responsibility for initiation of women's health programming.
- Achievement of State Level III Perinatal Status.
- Leadership and involvement in hospital initiative of "Renaissance" (redesign).
- Implementation of new documentation system.
- Responsibility for physician recruitment and retention: perinatologists, neonatologists, pediatric intensivist, obstetricians.
- Involvement in development of Acute Pain Management Program.

Director for Obstetrics/Gynecology**April 1987 - April 1988**

Mercy Medical Center, Des Moines, Iowa

As Director for Obstetrics/Gynecology, responsibilities included:

- Planned, organized, budgeted, and evaluated services.
- Monitored resource utilization.
- Provided community education services.

Director of Maternal-Child Health**January 1982 - March 1987**

Butterworth Hospital, Grand Rapids, Michigan

As Director of Maternal-Child Health, the regional perinatal and trauma center for Western Michigan, responsibilities included:

- Lead a staff of over 300 FTEs.
- Controlled an annual budget of over seven million dollars.
- Continuously evaluated optimal resource utilization.
- Initiated planning and subsequent development of Butterworth's Center for Women and Children. This involved a Certificate of Need of ten million dollars for facility renovation and expansion: complete change to labor-delivery-recovery room concept, enlarged pediatric and maternal intensive care unit, and new educational pavilion. Direct responsibility for working with national marketing agency for development of logs, brochures, and media campaign. Initiated education of all hospital employees, physicians, and community on change in philosophy, identity, and facilities.

- Evaluated and readjusted financial costs for maternity and high-risk obstetrical services (1986).
- Educated and directed assistant department managers in budget process for personnel and capital expenditures of their units.
- Organized and assisted in the writing of multiple Certificate of Need applications; presented and defended applications at the local and state level.
- Implemented decentralized nursing administration in seven units comprising the pediatrics-obstetrics-gynecology areas; active implementation of participatory management and professional nursing philosophy.

EDUCATION HISTORY

1981 Master of Nursing, Nursing Administration

Minor: Business Administration

University of Washington, Seattle, Washington

1978 Bachelor of Science in Nursing

University of Iowa, Iowa City, Iowa

1977 Bachelor of Arts in Biology

Luther College, Decorah, Iowa

SPECIAL ACCOMPLISHMENTS

- Named in "100 Great Iowa Nurses" for 2005
- Simmons Graduate School: Strategic Leadership for Women in Human Resources, Certificate Granted May 2001
- The Mercy-Harvard Executive Program in Health Policy and Management, Certificate Granted June 1993
- Certification in Nursing Administration, Advanced (CNAA), Renewed 2003
- Master Thesis: An Exploratory Study of the Job Characteristics of Neonatal Intensive Care Nursing in Relation to the Affective Feeling of Job Satisfaction
- Studied at the University of Copenhagen, Denmark in 1976: Concentrated examination of socialized medicine and the Danish health care delivery system

PROFESSIONAL ORGANIZATIONS

- Sigma Theta Tau: Member in honorary nursing association since 1978
- American Nurses' Association
- Iowa Nurses' Association
- American Organization of Nurse Executives (A.O.N.E.)
- National Association of Women Professionals
- Certification Nursing Administration Advanced

BOARD SERVICE

2004 to Present	Board Member, Perinatal Center of Iowa, LLC, Des Moines, Iowa
2003 to Present	Board Member, Healthy Start Program, Des Moines, Iowa
2002 to Present	Board Member, Perinatal Advisory Committee, Iowa Hospital Association
2001 to Present	Board Member, Mercy Therapeutic Radiology Associates, Des Moines, Iowa
2000 to Present	Committee Member, Polk County Infant Mortality Consortium, Des Moines, Iowa

REFERENCES AVAILABLE UPON REQUEST.